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RATIONALE

1. The mission of the Central Intelligence Agency is to ensure that the policy makers have available to them the best intelligence opinion on which to base their decisions. In furtherance of this mission, the Central Intelligence Agency has three chief functions:

a. To harmonize the intelligence activities of the various departments and agencies of the Government. This includes making recommendations in this field as appropriate to the NSC.

b. To produce national intelligence estimates by correlating and evaluating intelligence relating to the national security.

c. To perform, for the benefit of the Federal Intelligence system, services of common concern and certain other special functions.

2. Inescapably present in each of these functions is the necessity for coordination with other intelligence organizations. The coordinating element is inseparable from the function itself. It must, therefore, be a part of the responsibility of each office of CIA to carry on this coordination in the course of its normal operations. Specific channels should be established and a close relationship developed at the working level and between the Assistant Directors and their opposite numbers in other Agencies.

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3. The Assistant Director for Intelligence Coordination,

therefore, could not attempt to perform all inter-agency liaison nor be responsible for the proper conduct of these relations. His function is rather to help the Assistant Directors in solving any of their problems in the field of coordination, without, however, interfering in the routine matters of their special concern. Thus the Assistant Directors should look to the Office of Intelligence Coordination for advice and assistance in the solution of problems that are without precedent, or of those which would not be handled through normal operating channels, or when the so-called "normal operations" become snarled and to some degree non-productive.

4. Although the Assistant Director for Intelligence Coordination is a CIA official, his duties place him in closer contact than anyone else with the other intelligence organizations. He provides an informal channel for the exchange of views between the various agencies. In this respect he supplements the inter-agency contacts of the DCI, the Assistant Directors and the various working level officers. Just as CIA officials come to him for help on troublesome coordination matters, so the service and State Department intelligence officials should be encouraged to discuss their inter-agency problems with him. If he can demonstrate impartiality and effectiveness, he can, by working closely with their staffs, be of considerable help to each of the intelligence chiefs individually, as well as to the Director of Central Intelligence.

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It is intended, however, to show that the Assistant Director for Intelligence Coordination has an interest in all these fields. His interest, it should be emphasized, however, is not the primary one but is only to advise and assist the officers primarily responsible.

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